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# 26th Amendment Adds 11 Million More New Voters

Some 11 million young Americans—men and women—became eligible to vote on the last day of June 1971.

On that day, Ohio's Legislature ratified the 26th Amendment to the Constitution, which allows 18-year old citizens to vote, becoming the 38th State to do so and thereby realizing the ratification process.

President Richard Nixon presided over certification ceremonies July 5 at the White House, witnessed by members of the "Young Americans in Concert," a singing group which visited the capital before departing on a European tour.

In a Presidential statement June 30, the Chief Executive said that "young men and women who have participated in the life of our Nation through their work, their studies, and their sacrifices for its defense, are now to be fully included in the electoral process of our country."

President Nixon pointed out that the ratification of the amendment was accomplished in the shortest time of any amendment in American history, a fact, he said, which "affirms our Nation's confidence in its youth and its trust in their responsibility. It also reinforces," the President continued, "our young people's dedication to a system of government whose Constitution permits ordered changes."

At the ceremony, in which General Services Administrator Robert L. Kunzig certified the amendment, the President urged the young people who took part to carry on with the "Spirit of 1776." This was the message that the President had put before the Nation July 3 when he took part in a ceremony opening the Bicentennial Era, a five-year period before the 200th anniversary of the Nation.

**FAREWELL ADDRESS.** Former Secretary of the Army Stanley R. Resor, at podium, delivers his final address at Fort Myer, Arlington, Va., to members of the U.S. Army after serving the Nation for almost six years. Secretary of Defense Melvin R. Laird and Army Chief of Staff General William C. Westmoreland, seated left, were among the many dignitaries in the audience. (See story on Page 3) (U.S. Army Photo by SP4 Don McClenny)


# COMMANDERS DIGEST

DEPARTMENT OF DEFENSE • WASHINGTON, D.C.

**Vol. 10, No. 10** **July 15, 1971**


# History-Making Occasion Marks Beginning Of 'Bicentennial Era'

President Richard Nixon, at a history-making ceremony in the National Archives Building in Washington, July 3, summoned the Nation to a five-year long "Bicentennial Era" that will cumulate in the 200th anniversay of the American Revolution, July 4, 1976, a date that will be called "Liberty Day '76."

Also speaking with the President at the nationwide televised event were U.S. Supreme Court Chief Justice Warren E. Burger and Speaker of the House of Representatives Carl Albert (D-Okla.). The occasion marked one of the few instances in American history when leaders of all three branches of the United States Government (Executive, Legislative, and Judicial) have simultaneously participated in a single public ceremony.

Choral music for the program was furnished by the U.S. Army Chorus.

Mr. Nixon, standing in front of the structure housing the Constitution and Bill of Rights, began the half-hour long program, saying:

Mr. Speaker, Mr. Chief Justice, Members of the Bicentennial Commission, my fellow Americans:

We are in the presence of some immortal phrases: "All men are created equal," "government derives its power from the consent of the governed," "life, liberty and the pursuit of happiness."

These are familiar words—perhaps too familiar. Because the real meaning of the words of independence is the meaning we

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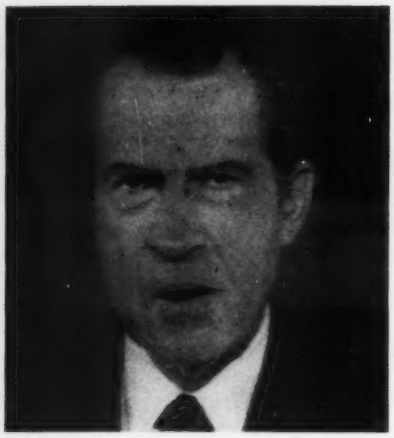


PRESIDENT NIXON

**(Continued From Page 1)**

give them today, in our own lives, and the love of liberty and equality we pass on to our children.

The American Revolution was not something that happened two centuries ago—it is something that is happening today. Behind it is a spirit of adventure, a spirit of compassion, a spirit of moral courage—a "Spirit of '76." In that spirit, as President of the United States in this 195th year of its existence, I declare the five years until our 200th anniversary to be the Bicentennial Era. In this Bicentennial Era, let us rededicate ourselves to the principles set forth by the men whose faces can be seen around this room [referring to the wall murals]—principles set down in these documents [the Declaration, Constitution and Bill of Rights].

One of those principles is the separation of powers. So it is fitting that we have with us tonight leaders of the other two branches of our Government.

* * *

The President then introduced Chief Justice Burger, who said:

When we celebrate 200 years of the Declaration of Independence, in 1976, we will honor a period in the life of our country rather than a single event.

July 4, 1776 was a great occasion in our history and in the history of Mankind, because it was the beginning of 15 years of startling developments. In the very brief period—the time it takes for a boy or girl, today, to go from primary school to the third year in college—a handful of men in our small country with a population of only a few million people, wrote the Declaration, the Constitution and the Bill of Rights and literally shook the world with a new idea in government.

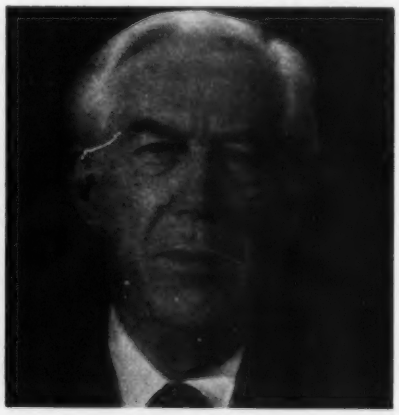
These three remarkable documents, that we see here tonight, gave oppressed people everywhere new heart, and the world was never quite the same after that. These men created a new form of revolution—one that ebbs and flows but never ceases and never needs force or violence.

Many of the men who framed these great charters of liberty were young men. Thomas Jefferson, the prime author of the Declaration, was 33, James Madison was only 25. When the Constitution was later written at Philadelphia, almost one-third of the active working delegates to the Convention were under 35.

But even after the Declaration, and after the Constitution, there was such deep concern that the people be protected from arbitrary action of government, that in 1791 the Guarantees of the Bill of Rights were added to the Constitution. These Guarantees made more certain that the promises of the Declaration would be fulfilled, and that such great rights as freedom of worship, freedom of expression and due process of law could never be withdrawn from the people without their consent.

(PHOTOS TAKEN FROM TELECAST)

These were revolutionary ideas and with them we began a very special kind of revolution that has gone on to this very day. Those who are impatient for change should see that no nation in all history has given so much power to the people and no people have used that power more often and more wisely to improve their lives and secure their liberties.



CHIEF JUSTICE BURGER

This revolution of ours will soon be 200 years old but it is still youthful and vital. Every day is the beginning of a new phase in this kind of revolution—it is a steady, slow, often silent and almost unseen revolution, but it is one that works constantly to improve the quality of life. It will always work that way if we make it work.

This is the American Way!

* * *

Following Chief Justice Burger's remarks, President Nixon said:

One of the great purposes of our Constitution was—in its words—"to form a more perfect Union." In the halls of Congress, that process of forming a more perfect Union—of improving our laws to make them more responsive to the changing needs of our people—has been going on for nearly two centuries.

* * *

The President then introduced Speaker Albert. Mr. Albert's statement:

This Bicentennial Era should serve to remind us that we are a united nation where every individual is master of his fate, a king without a crown, an individual human being clothed in the dignity that befits the image of his Maker.

America's first form of government was a loose Confederation of states, but the Articles of Confederation brought chaos and black despair. There could be no liberty without union, no independence without strength. In May, 1787, a group of earnest men met in the City of Philadelphia and formulated a Constitution providing for a more perfect union and guaranteeing the individual rights of men to themselves and their posterity.

In forging the Union, they constructed

**(Continued On Page 6)**

**COMMANDERS DIGEST**

**THIS PUBLICATION CONTAINS OFFICIAL INFORMATION, NEWS AND POLICY, DIRECT FROM WASHINGTON AUTHORIZED SOURCES.**

**Editor: John R. German**

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**NEW ARMY SECRETARY.** Secretary of the Army Robert F. Froehlke reviews members of the U.S. Army outside the Pentagon building in Washington shortly after being sworn in July 1. Sec. Froehlke, former Assistant Secretary of Defense (Administration), succeeds Secretary Stanley R. Resor, who resigned May 20.
(U.S. Army Photo by SP5 William Rivera-Rivera)

**Cites Friendships In Parting Address**

# Sec. Resor Bids Farewell To Army After 6 Years

Out-going Army Secretary Stanley R. Resor, speaking at Fort Myer, Arlington, Va., June 29, delivered a farewell address to a gathering that included Defense Secretary Melvin R. Laird, Army Chief of Staff General William C. Westmoreland, guests and friends, and several U.S. Army units.

Mr. Resor, who held the post for nearly six years, was succeeded by Secretary of the Army Robert F. Froehlke, former Assistant Secretary of Defense (Administration).

In his remarks, Mr. Resor said:

First, let me say how deeply I appreciate the kind remarks, too generous remarks, of Sec. Laird and Gen. Westmoreland and particularly the kind thoughts of the President. I also want to thank all of you who are here today for being here and for the friendship and support which you have given me over the past six years. Whatever good has been accomplished could not have been without your support. I'd like to speak just briefly of the past, for the future is what you will deal with.

The years I have been privileged to serve with you have not been easy ones for the Army, but their record contains, I believe, much that is to the Army's great credit. The six years of my service have been those of the Vietnam war. These have been a difficult times both for the Army and for the country. In the country as a whole, there has been discouragement and division. Discouragement as to whether we can really deal with the large issues which confront us both at home and abroad. Some citizens have lost confidence in the very institutions of government which hold our Nation together.

For the Army, the war has been long and it has been hard. We have had to adapt military resources to a struggle which was social, economic and political. We have had to work closely with the distant people of alien background and culture, and we have had to do so in the face of vigorous questioning of our policy by many sincere persons at home. Measured against these difficulties the Army can be indeed proud of its performance.

You have achieved the objectives of giving the South Vietnamese time to strengthen and equip their armed forces, time to build their governmental institutions and time to begin social and economic reform. Beyond this the ultimate result depends on the Vietnamese themselves. The U.S. Army has done all that it has been asked to do and it has done it well.

There have been other important achievements. We have, through our forces in NATO, maintained stability in Western Europe, the area most vital to the security of the U.S. During this same period the Army has had to deal with new problems and challenges brought in from civilian society. We have experienced new militancy among minority groups and new attitudes and behavior patterns among young people. The Army has not been exempt from the questioning of old ways. It has been subject to the strains of a society, which is re-examining all its values. Thus, for the Army it has been a time of accomplishment and change and perhaps of the feeling that these efforts were not always appreciated by the public at large, and that the Army was paying the price for unpopular decisions of others.

The challenge for the future is how we reacted to the past six years. For the country as a whole, I think the challenge is to keep healthy questioning from turning into despair, into a lack of faith in our ability to meet problems which are clearer now to us than they were before. In the years past, we have been a little naive about the difficulties we do, in fact, face. We have for many years underestimated and neglected growing social problems at home and at the same time over-estimated our power to influ-

**(Continued On Page 8)**

**RETENTION**

# *CUSTOMS: Know The List of Items*

It just doesn't seem possible: that day is almost here. "That day" being the day you get on a jet and head for home after a tour of duty in the armed forces overseas.

If you're single, packing for the trip may consist of throwing the threads in a suitcase, putting the uniforms in a duffle bag, and mailing those souvenirs ahead so you don't have to carry them.

For a family, the move back to the States and a new assignment is a lot different. You sort out the things you will need in the new house, those that will go into storage for the "home-to-call-our-own" part of your life's plan, and decide what exotic souvenirs you want to display from the overseas stay.

### Duty Free Entry

Whatever your packing and shipping problems, one of the many benefits you receive from service in the armed forces is the duty free entry of your personal and household effects when you return to the States from an overseas assignment. Even if you mail your effects home ahead of your trip, they will be admitted duty free if you have made the proper arrangements.

You play a very important part in claiming this Service benefit.

### Fill Out Form

When you get ready to ship or mail personal or household goods, you must fill out Customs Form 6061 or Department of Defense Form 1252, "Declaration and Entry for Personal and Household Effects." A copy of this form and a copy of your orders must accompany mailed items and be included in any shipment made for you.

Remember now, there is no customs examption if you are returning to the U.S. on temporary duty, on leave, or for personal reasons before the end of your overseas tour. This holds true whether you are on orders or not.

There are certain categories of articles which may be detained by Customs if you try to bring them home. Included are pet animals, like the monkeys, snakes, birds and dogs that servicemen seem to collect wherever they go. Other restricted items are fruits, vegetables, plants and plant products, certain items which bear trademarks, and certain types of television sets and microwave ovens. There are items added and removed from this list. Check with your transportation office for the latest word.

There are other items which cannot be brought into the U.S. These include military firearms, narcotics, lottery tickets, obscene materials, wild bird feathers and skins. Items made in Cuba, North Vietnam, or North Korea are among those which will be confiscated when found by Customs agents. They cannot be returned to the importer. Again, there are other items on this list. Your transportation office will be able to give you the full listing of prohibited articles.

### Mailed Gifts and Cars

Another benefit you have from serving overseas is being able to mail gifts to your friends back in the United States. Gifts up to the fair retail value of $10 may be sent to friends in the U.S. Under certain circumstances you can send gifts

up to $50 in value if they are sent while you are serving on active duty in a combat zone. Get the latest information on this benefit from the combat zone headquarters.

All gifts must be well wrapped and clearly marked on the outside with the words "Gift Enclosed."

When you finally reach the end of the overseas tour, you may even include a foreign-made car as part of your personal effects. But, to get this benefit, you must have actually had the automobile in your possession while overseas. In other words, a car purchased by you but which was never actually delivered to you will not be entitled to free entry.

### Useful Information

There are other bits of information you may find useful when it comes to planning for "that day."

Write to the Bureau of Customs, Department of the Treasury, Washington, D.C., 20226, and ask for their pamphlets "Customs Highlights for Government Personnel," and "U.S. Customs Trademark Information."

Copies of the HEW pamphlet, "Electronic Product Import Information," may be obtained from the Bureau of Radiological Health Division of Electronic Products, 12720 Twinbrook Parkway, Rockville, Md., 20852.

Duty-free entry of your household goods and personal effects is a valuable benefit. Do not abuse it by sending items to persons not eligible for this benefit.

NEGRO PARTICIPATION IN THE ARMED FORCES
(As of 31 March 1971)

Over 275,000 Negroes were on active duty with the Armed Forces as of 31 March 1971; they represented 9.9% of our total active duty force. Negro participation was as follows:

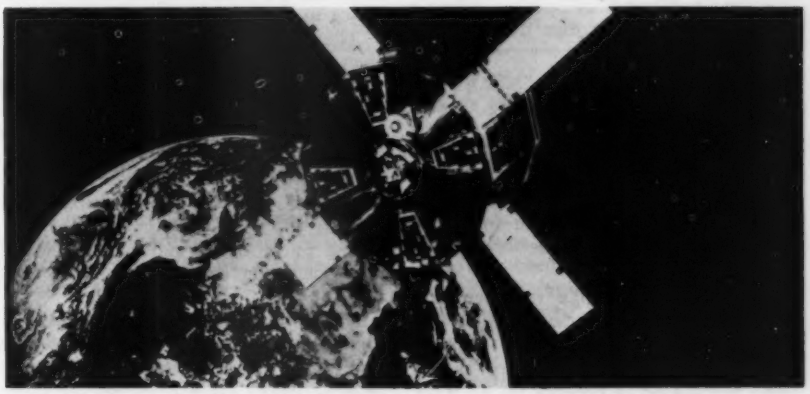
| Mil Service | Officer | | Enlisted | | Total | |
|---|---|---|---|---|---|---|
| | Total | Negro (%) | Total | Negro (%) | Total | Negro (%) |
| Army | 155,797 | 5,480 (3.5) | 1,027,911 | 140,625 (13.7) | 1,183,708 | 146,105 (12.3) |
| Navy | 76,486 | 518 (0.7) | 556,506 | 29,660 ( 5.3) | 632,992 | 30,178 ( 4.8) |
| Mar Corps | 22,322 | 287 (1.3) | 199,671 | 22,296 (11.2) | 221,993 | 22,583 (10.2) |
| Air Force | 126,958 | 2,216 (1.7) | 627,373 | 74,745 (11.9) | 754,331 | 76,961 (10.2) |
| TOTAL | 381,563 | 8,501 (2.2) | 2,411,461 | 267,326 (11.1) | 2,793,024 | 275,827 ( 9.9) |

NEGRO PARTICIPATION IN SOUTHEAST ASIA
(Vietnam, Thailand and Nearby Off-Shore Waters)
(As of 31 March 1971)

| Mil Service | Officer | | Enlisted | | Total | |
|---|---|---|---|---|---|---|
| | Total | Negro (%) | Total | Negro (%) | Total | Negro (%) |
| Army | 31,204 | 1,027 (3.3) | 218,084 | 28,650 (13.1) | 249,288 | 29,677 (11.9) |
| Navy | 4,022 | 40 (1.0) | 37,268 | 1,809 ( 4.8) | 41,290 | 1,849 ( 4.5) |
| Mar Corps | 1,862 | 17 (0.9) | 16,790 | 1,785 (10.6) | 18,652 | 1,802 ( 9.7) |
| Air Force | 4,991 | 59 (2.7) | 58,866 | 8,383 (14.2) | 63,857 | 8,442 (13.2) |
| TOTAL | 42,079 | 1,143 (2.7) | 331,008 | 40,627 (12.3) | 373,087 | 41,770 (11.2) |

NEGRO DEATHS BY HOSTILE ACTIONS IN SOUTHEAST ASIA
(Cumulative through 31 March 1971)

| Mil Service | Officer | | Enlisted | | Total | |
|---|---|---|---|---|---|---|
| | Total | Negro (%) | Total | Negro (%) | Total | Negro (%) |
| Army | 3,092 | 87 (2.8) | 26,636 | 3,829 (14.4) | 29,728 | 3,916 (13.2) |
| Navy | 211 | 0 (0.0) | 1,157 | 33 ( 2.8) | 1,368 | 33 ( 2.4) |
| Mar Corps | 709 | 4 (0.6) | 12,209 | 1,594 (13.0) | 12,918 | 1,598 (12.4) |
| Air Force | 596 | 3 (0.5) | 278 | 20 ( 7.2) | 874 | 23 ( 2.6) |
| TOTAL | 4,608 | 94 (2.0) | 40,280 | 5,476 (13.6) | 44,888 | 5,570 (12.4) |



**SOLRAD ON STATION.** This artist's conception of SOLRAD 10, the Naval Research Laboratory's latest solar radiation (SOLRAD) measuring satellite, was scheduled to be launched July 8 by the National Aeronautics and Space Administration. It will be used to warn of any unusual solar disruptions which may be hazardous to manned space travel and will be on station for the Apollo 15 launch.

# History-Making Occasion Marks Beginning Of 'Bicentennial Era'

(Continued From Page 2)

a system of government rigid enough to preserve its basic principles, flexible enough to be applied to changing conditions brought on the tides of time, restrictive enough to protect the individual against the fickle winds of popular impulse. Forged to protect and to secure individual liberty, it is yet ever responsive to the will of the majority, for by empowering the people with the right to elect their representatives, it gives the people the right to make and enforce the laws and to control and operate the whole machinery of govement. By dividing responsibility between a legislature, an executive, and a judiciary, it prevents tyranny of government over men.

After nearly 200 years, that government still stands tall and rugged. It emerged from the Civil War unimpaired. It has withstood two mighty and colossal World Wars, depressions, and riots, and yet stands today a monument to that spirit of forebearance and compromise, of restraint and accommodation, that has kept our Constitution vibrant. That same spirit will allay the divisions which haunt us today and will ensure for us and our posterity the blessings of liberty and a still more perfect union.

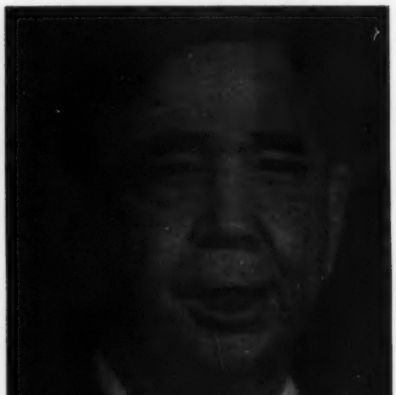
* * *

At the conclusion of Speaker Albert's address, the President then delivered his main text:

My fellow Americans, we share tonight a great moment, the beginning of the Bicentennial Era. In this room, so rich in our most precious heritage, we look back across two centuries with pride and gratitude to all the brave and dedicated Americans, some famous but most unknown, who made it possible for us to be here today.

But on this day, like the men and women who brought these United States into being 195 years ago, let us look more to the future rather than to the past. What kind of country do we want to be five years from now, on America's third century as it begins?

Above all, we want the world of 1976 to be one in which Americans can



SPEAKER ALBERT

live in peace with all the peoples of the world, and at peace with themselves.

We are already taking the first long step toward that goal by ending the difficult war in which we are engaged, in a way that will contribute not only to peace in the world—not only to peace for our generation, but to peace for the next generation. But we can reach that goal after Vietnam only if America continues to meet its responsibilities of leadership in building a structure of lasting peace in the world.

The stakes are much higher for us than they were for the Founding Fathers; 195 years ago, what America did or did not do could have little effect on the peace of the world. But today we hold the high trust of Free World leadership, and if we fail to meet our trust, the danger of war will be enormously increased.

The future of the peace of the world is in our hands. We cannot and we shall not fail.

Whatever mistakes we have made in foreign policy, we can be proud that in four wars in this century Americans have sacrificed their lives not for domination or conquest, but always to help others to enjoy the freedom which we ourselves gained in 1776. We shall never betray that tradition. We shall always use our strength to keep the peace, not to break it; to defend freedom, not to destroy it.

The peace we seek is not merely the absence of war, but the building of an open world—a world of open borders, open hearts, and open minds, where people with different cultures and different systems of government can live side by side and draw strength from their diversity. A world where all men can devote their energies to the works of peace rather than to the weapons of war. This is the world our foreign policy, a foreign policy in which we emphasize negotiation rather than confrontation, seeks to build.

And what of our Bicentennial goals for America at home? Here, too, we must aim high, for we already have achieved beyond the dreams of many other nations in the world. Americans today have by far the highest standard of living in the world, but even more important, we enjoy more freedom, we have more opportunity than any people in the world's history. Even the man who is poor by America's standards, would be rich in most other nations of the world today.

And yet we have no room for self-satisfaction. There is still so much to achieve in this country. Over the next five years we can confidently hope to achieve these high goals:

—Full employment without the cost of war.

—The restoration of our heritage of clean air and water which our forefathers enjoyed two centuries ago.

—A Nation in which we again have respect for law and freedom from fear.

—Better education, health and housing for all Americans.

—Reforms of our Government to make our Government more responsive to the needs of our times.

—Unlimited opportunity for every American citizen, whatever his background.

These are great goals, but we could reach all these material goals and still not be worthy of our heritage unless we have the "Spirit of '76."

The new United States of America 195 years ago was a small Nation of only three million people, as the Chief Justice pointed out. It was weak militarily, poor economically, and yet in the face of all that, Thomas Jefferson said, "We act not for ourselves alone, but for the

whole human race." **And the wonder of it was that the world believed him!**

America caught the imagination of the world in those days, not because she was strong or rich, but because the young Nation stood for something far more important. It had a flaming idealism, a high purpose, a free spirit that has come to be called the "Spirit of '76." The American people believed in themselves, in their country and in their ideals. America, 195 years ago, was weak in arms and poor in goods, but rich in spirit. Let it not be said of our America today that we were strong in arms and rich in goods, but poor in spirit.

For we are not poor in spirit. The American spirit which inspired these historic documents around us here in these Archives lives today, hard at work, stronger than ever. We have been reminded eloquently by the Chief Justice and The Speaker, and as we celebrate the 4th of July tomorrow, on Sunday, we will be reminded of another great source of America's continuing strength —our deep religious Faith.

To look at America with clear eyes today is to see every reason for pride and little for shame, great cause for gratitude and little for regret, strong grounds for hope and none at all for despair. The crucial challenge now is to hold the high ground of confidence, courage and Faith that is rightly ours and to avoid the quicksand of fear and doubt.

If we are to measure up as Americans, and if America is to measure up as a Nation, the commitment which each of us makes to freedom cannot be less than the total commitment made by the 56 patriots who put their names to the Declaration of Independence so long ago.

There is a famous painting of these men which hangs in the Roosevelt Room across from the President's office in the White House. It is unusual, because for some reason the artist never finished it. Many of the figures in the background of the scene are only sketched in, or left blank. That painting reminds us of a profound truth. The American Revolution is unfinished business, with important roles still open for each of us to play.

The message of that uncompleted painting is this: Any American can be a signer of the Declaration of Independence, the Constitution, the Bill of Rights. We write our names with the

DECLARATION OF INDEPENDENCE

lives we live. One of America's new voters, Miss Cynthia Frink, 18 years of age, signed her name to America's highest ideals in her high school valedictory speech a few evenings ago. Her message is for all of us on this Independence Day. Listen to her:

*"I think the time has come to defend America. I simply feel that, on such an evening as this, thought should be given to the goodness of America, to the freedom it provides, greater than anything else anywhere on earth, even the liberty to attack the Government which makes that freedom possible. We are truly man's hope. No country has stood more firmly than she; been more just as she is just; been more generous than she has been; or is more deserving of the praise of her people than America."*

We are going through a period when it is not always easy to keep a clear perspective about ourselves, our country and our future. Day after day voices are raised to tell us what is wrong about America. We should, and will, correct what is wrong, but let us never allow what is wrong blind us to what is right about America. The time has come to answer the false charge that this is an ugly country.

Let us love America. Let us love her not because she is strong and not because she is rich, but because America is a good country and we can make her better.

One hundred and twelve years ago, in one of the most tragic events in America's history, John Brown, after the bloody raid on Harper's Ferry, was tried, convicted and sentenced to hang.

On his way to the gallows he rode in a wagon with his own coffin right beside him. As he rode through the Virginia countryside that day, speaking to no one in particular, he said, "This is a beautiful country."

If John Brown, with his own death imminent, just before the tragic war between the States, could say that, then even more we today can truly say: America is a beautiful country, and we are privileged to be the generation that has the magnificent opportunity to make America more beautiful for the generations to come.

# Dr. Jaffe Is Appointed By President As Special Consultant On Drug Abuse

Dr. Jerome H. Jaffe, 37, has been appointed by President Richard Nixon as special consultant to the President for narcotics and dangerous drugs.

Dr. Jaffe is presently Director, Drug Abuse Program, Department of Mental Health of the State of Illinois, as well as associate professor of the Department of Psychiatry, University of Chicago.

For the past seven years, Dr. Jaffe has been advising the Domestic Council on drug abuse matters and has been a consultant to numerous State and local governments.

He has been involved in the development of treatment programs for heroin users for the past seven years. As director of the Illinois drug abuse program, Dr. Jaffe pioneered new techniques for the treatment of heroin addiction, including the use of new substances to reduce the use of heroin and comprehensive approaches in which methadone maintenance and therapeutic community approaches have been combined.

# Sec. Resor Bids Farewell To Army

(Continued From Page 3)

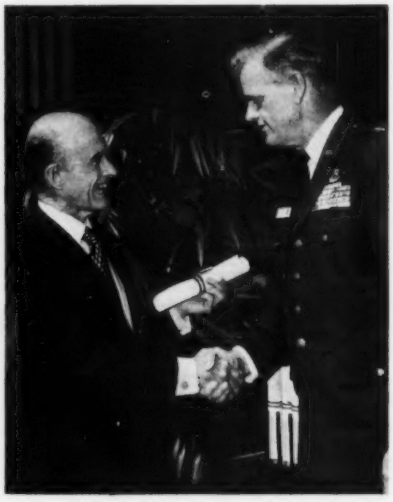
ence events internationally. But in recognizing our limitations, we must remember that there is a great deal we can do. We should not allow frustrations over the lack of simple solutions to keep us from realizing how much has been done, and how much can be done, to solve hard problems if talented people are to work hard at it. How the Army reacts to these past six years is also important. For the Army, the challenge is to resist the temptation to blame our difficulties on the press or on lack of public support or things beyond our control. This is not a constructive approach. Some of the Army's problems we did not create, but that is no excuse for failing to deal with them.

It is important that the Army stay confident of itself. The challenges of the future can be handled if the Army is willing to re-examine itself from time to time. We need to keep what is good and helpful and find new approaches, where necessary, to perform the Army's mission better. The Army is, indeed, a large institution. Like all large institutions, it runs the danger of becoming impersonal, of disregarding the needs of its people, of stifling individual initiative. Institutions, like people, need, periodically, to take stock. We need to see what can be done to eliminate those characteristics which unnecessarily diminish the individual and emphasize those which offer an opportunity to find fulfillment in a job well done. We are, I believe, already on the road to doing just that. One example is the encouraging progress in our efforts to improve race relations, and another is the good example of the modern volunteer Army program. Not primarily, as it relates to increasing enlistments, but rather in its goal of re-analyzing and restructuring the way we handle men in the Army. We will preserve the traditions and values which have made the Army great while accepting challenges to make the Army better, and **that** better Army in the years ahead will be more essential than ever before. The United States, whether we like it or not, is a world power. Increasingly, I hope, we are coming to realize that we live in an era of nuclear parity when nuclear weapons no longer are a creditable deterrent to hostile and aggressive acts. Today, it is conventional forces which constitute politically effective military force. There is no cheap or easy substitute. The alternatives are either unacceptably dangerous or ineffective. I am confident that the United States will pass through this period of questioning and doubt and will not turn inward to seek the delusive and temporary comfort of a new isolationism. I believe we shall continue to meet our responsibility to support the world stability and world peace. And, that is the only course that will work in the long run. It is the only course consistent with the American spirit and conscience and, if I am right, then the Army will have an increasingly important role in the years to come. The years ahead will not be easy, but I have no doubt that the men and women of the Army will continue to rise to whatever is demanded of them. You will continue to build an organization which is not only the keystone of national defense and world peace and stability, but also a humane institution with careers which attract some of our most talented citizens. Military service is public service and no public service in this country is or will be more important for the foreseeable future.

I have been privileged to know well many of you who have been leaders of the Army during my tenure. I know the talent and hard work you have given our country. Under Bob Froehlke's leadership [Robert F. Froehlke, the new Secretary of the Army], I am sure that your contributions will grow. I have not been able to know personally the millions of officers, noncommissioned officers, officials and men who have worn the Army uniform during these six years or the civilian workers who have supported them, but I know that the strength of our force lies not in the machines, tools or weapons, but in the people who make it up. Their talent, sacrifice and distinguished service have brought the Army to the highest level of leadership and service in our history.

I cannot close without saying once more what I have said to many of you in private that these have been the most personally rewarding years of my life. The hours have been long and the problems difficult, but the rewards of public service do not involve ease or comfort. They consist of having the opportunity to spend the productive years of one's life working on problems that really count and working for and with men and women of immense patriotism and talent. Those rewards I've had in abundance.

And, finally, my special thanks go to those three Secretaries of Defense whom I have been privileged to serve and who have given me the opportunity of serving—to Bob McNamara, to Clark Clifford and Mel Laird. And, finally, special thanks to my wife, Jane, who, for six years, to our family, has been both mother and father. And, finally, to my sons, whom I hope to see a little more of in the months ahead. And, as I say goodbye, I am proud to have the privilege of saying that I have served the United States Army in this time of challenge. I could not have asked for a finer group of men and women to work with and as friends. And, I haven't the slightest doubt that your future will be bright. Thank you!



**GRADUATION TIME. The National War College at Fort McNair, Washington, D.C., commemorated its silver anniversary (25th year) during commencement exercises June 4. Army General Alfred M. Gruenther, (USA, Ret.), former Supreme Allied Commander, Europe, and commencement speaker, hands diploma to Air Force Colonel Charles F. Minter Sr., right, class president of the 140 Senior military officers and high-ranking government civilians who were graduated.**
**(National War College Photo)**



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